

FINANCIAL RESULTS

FY22 H1

9 FEBRUARY 2022

DISCLAIMER

This presentation contains certain forward-looking statements relating to expected or anticipated results, performance or events. Such statements are subject to normal risks associated with the uncertainties in our business, supply chain and consumer demand along with risks associated with macro-economic, political and social factors in the markets in which we operate. Whilst we believe that the expectations reflected herein are reasonable based on the information we have as at the date of this presentation, actual outcomes may vary significantly owing to factors outside the control of the Company, such as cost of materials or demand for our products, or within our control such as our investment decisions, allocation of resources or changes to our plans or strategy.

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AGENDA



	SECTION	SPEAKER
01	Key Messages	Jonathan Myers
02	FY22 H1 Financial Results	Sarah Pollard
03	FY22 Outlook	Sarah Pollard
04	Strategy Update	Jonathan Myers

01

KEY MESSAGES

JONATHAN MYERS
CEO

KEY MESSAGES



Return to revenue growth



Continued progress against our strategy: Building brands for life. Today and for future generations.



Brand investment delivered share gains and allowed us to navigate cost pressures



Adjusted FY22 PBT guidance remains within the range of consensus estimates



Interim dividend maintained

02

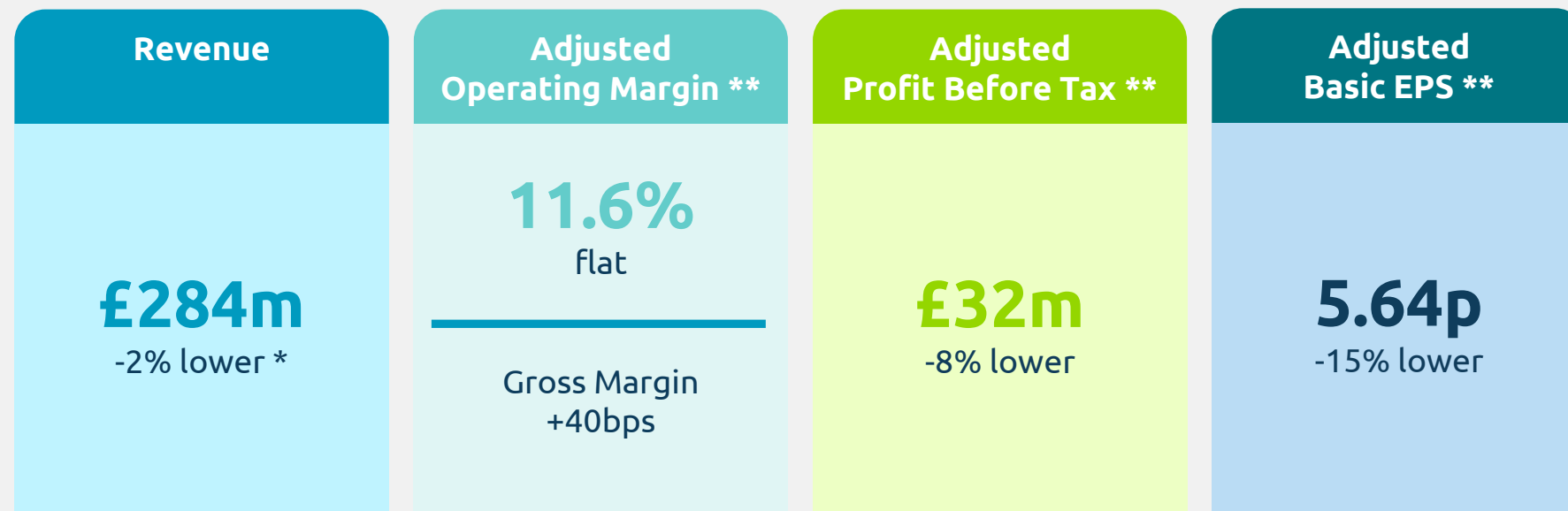
FY22 H1 RESULTS

SARAH POLLARD
CFO



FINANCIAL HEADLINES

ONE-YEAR PERFORMANCE IMPACTED BY COVID-19. STRONG MARGINS

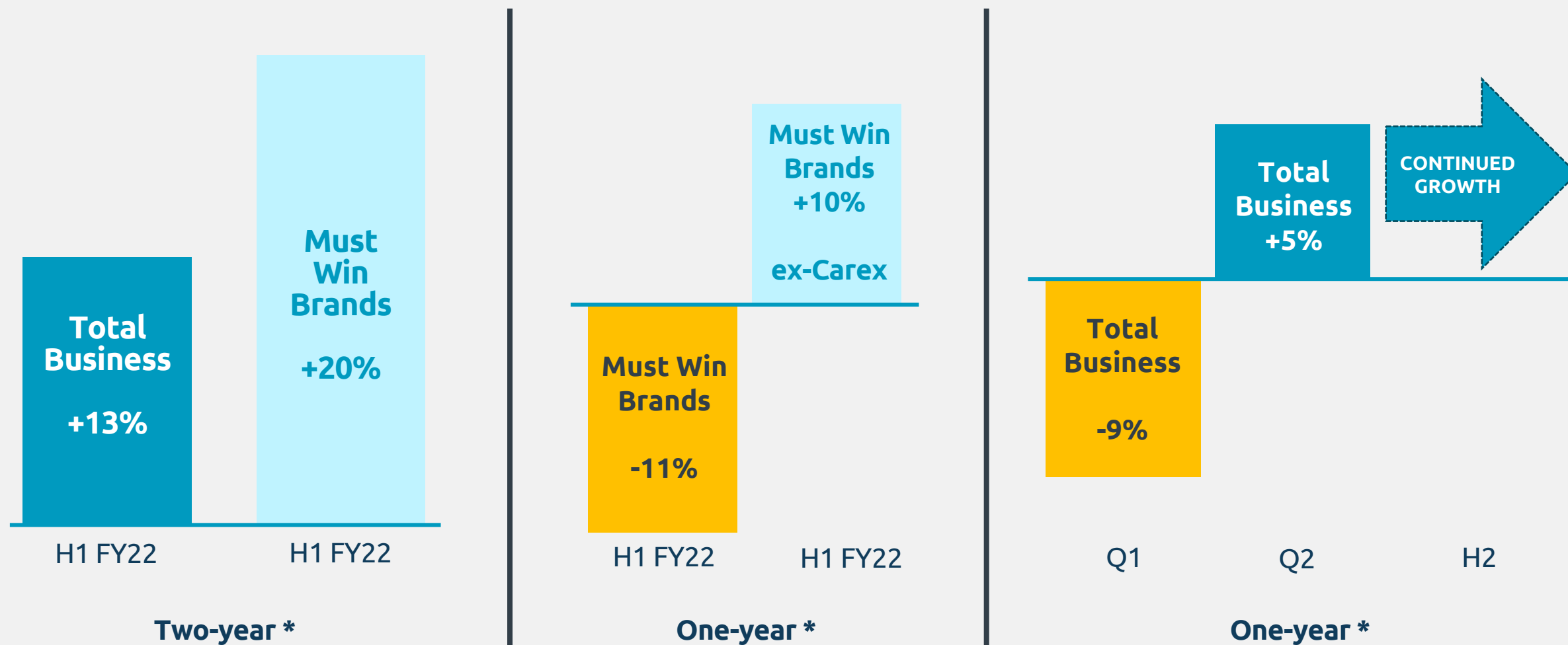


Statutory Profit Before Tax ** £35m (+8% higher)

Net Debt * £10.5m (31 May 21: £30.7m). 48% Free Cash Flow conversion**

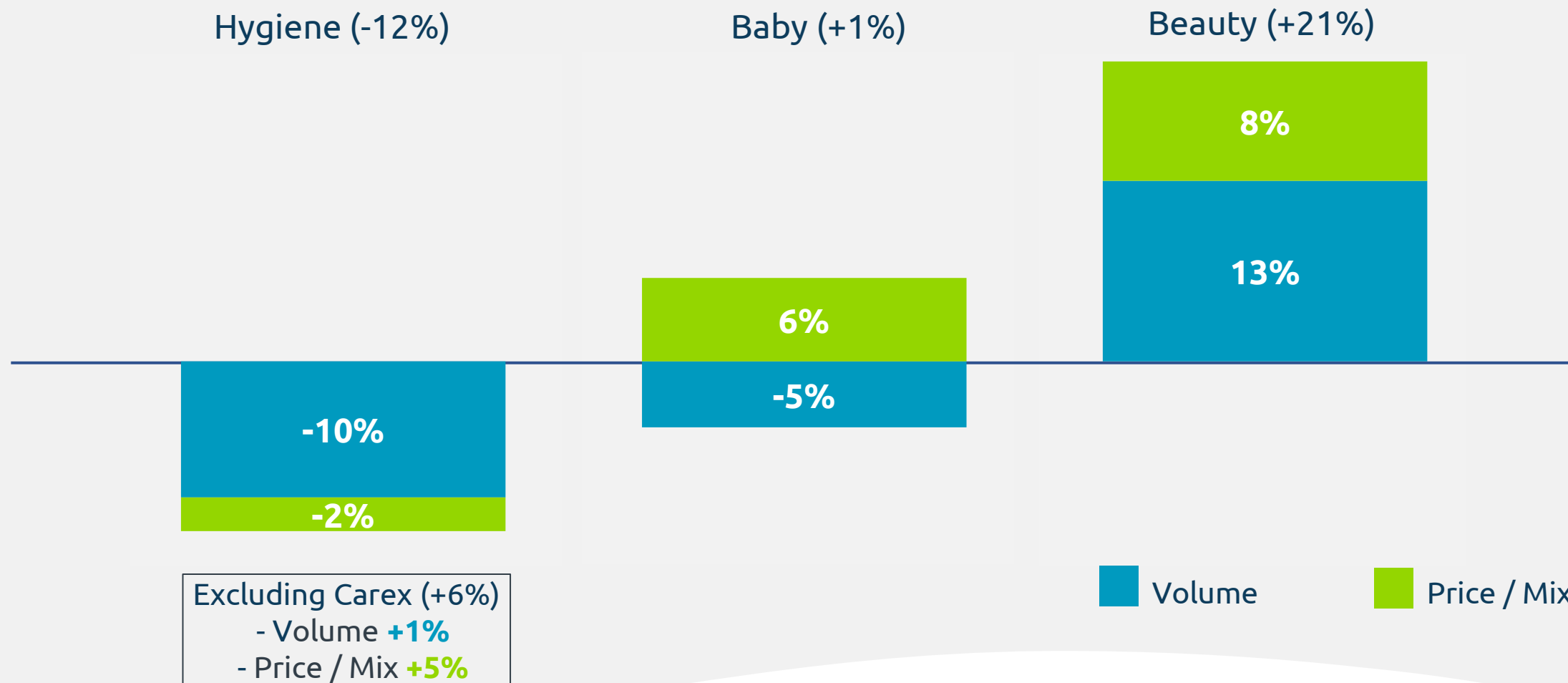
Dividend per share maintained at 2.67p (FY21: 2.67p)

UNDERLYING BUSINESS MOMENTUM CONTINUES



NORMALISATION OF THE HYGIENE CATEGORY POST-PANDEMIC PEAK

BABY AND BEAUTY CONTINUE THEIR STRONG MOMENTUM - AND WITH PRICE / MIX IMPROVEMENTS



EUROPE AND AMERICAS

CAREX LAPPING THE PEAK PANDEMIC-DRIVEN DEMAND

Highlights

Demand for Hand Hygiene category normalises at higher levels than pre-Covid

Carex extends its market leadership position

Original Source back in growth

Strong demand for all our Beauty brands

Continued investment behind brand building



Highlights

Continued growth of Morning Fresh despite lapping pandemic-peak

Morning Fresh extends its leadership in the manual dishwash market

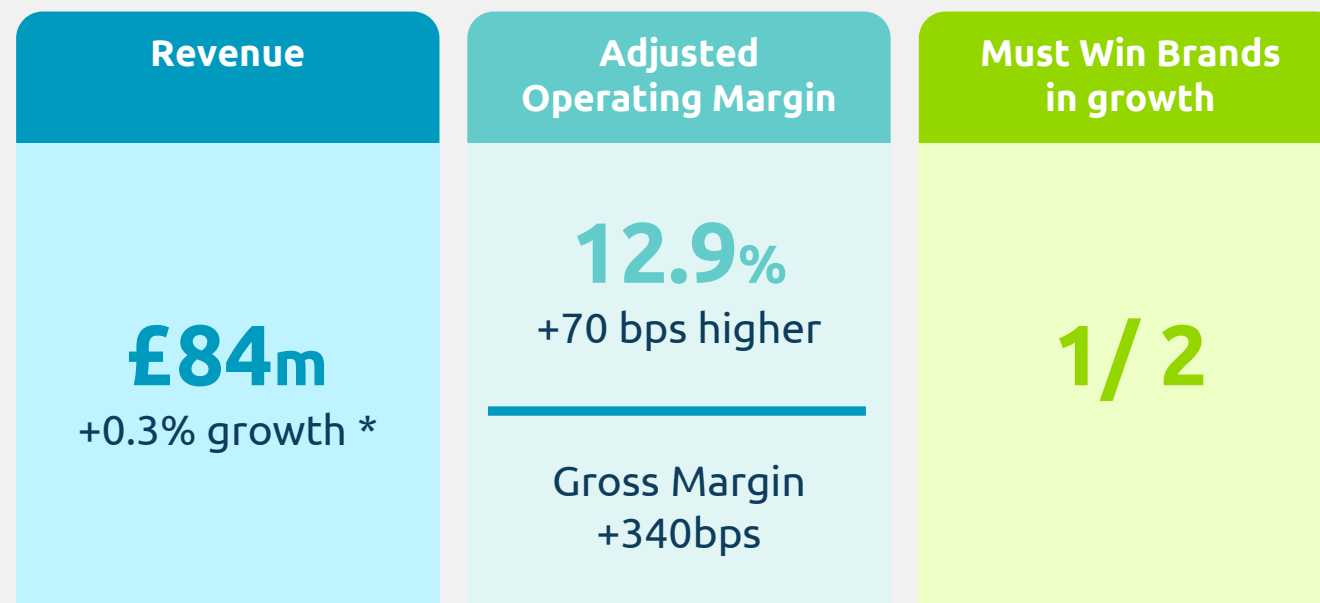
Cussons Baby flat, despite severe pandemic restrictions in Indonesia

Rafferty's Garden maintains its market leading share in baby food in Australia

Price / Mix initiatives improve Gross Margin

ASIA PACIFIC

SUSTAINABLE, PROFITABLE REVENUE GROWTH



AFRICA

STRONG REVENUE GROWTH AND PROFITABILITY IMPROVES AGAIN

Highlights

Growth from all Must Win Brands - and in Portfolio Brands, such as Electricals

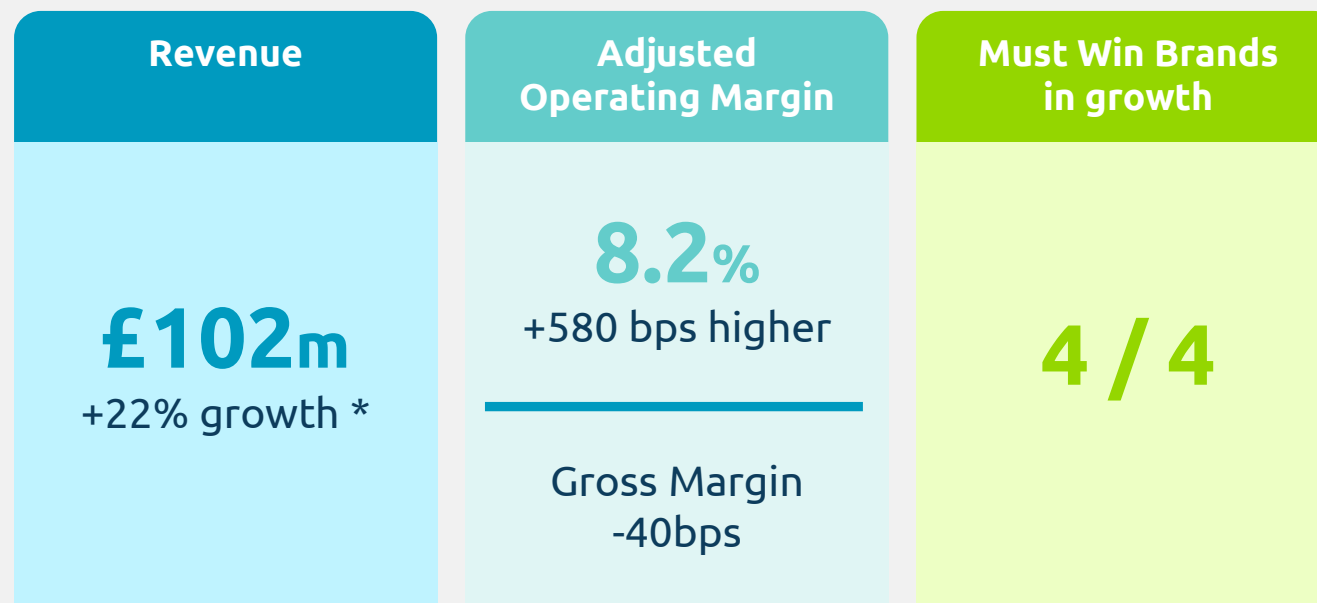
Morning Fresh and Premier maintain their market leading positions

Growth across all of Nigeria, Kenya and Ghana

Revenue growth on both a constant currency and at reported FX rates (+8%)

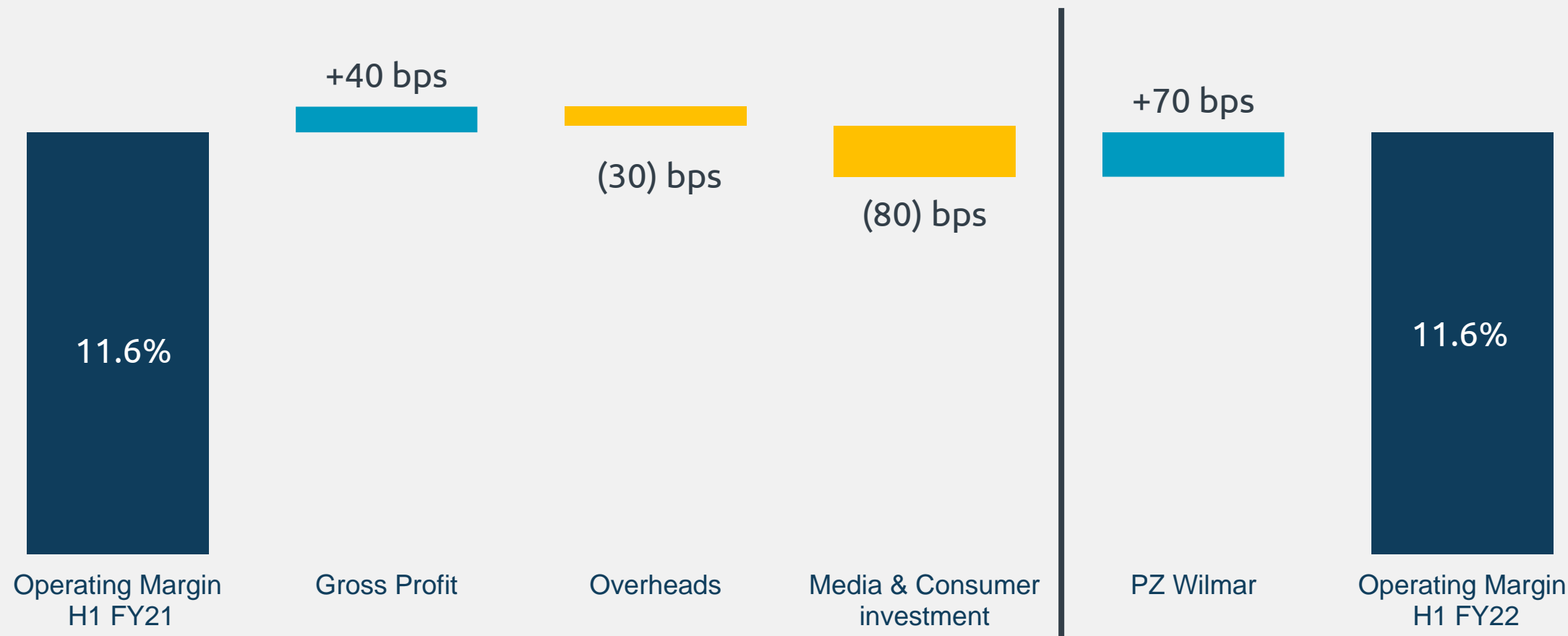
Price increases and Price / Mix initiatives to offset commodity, freight and FX input cost inflation

Improved profitability in our Palm Oil JV, PZ Wilmar



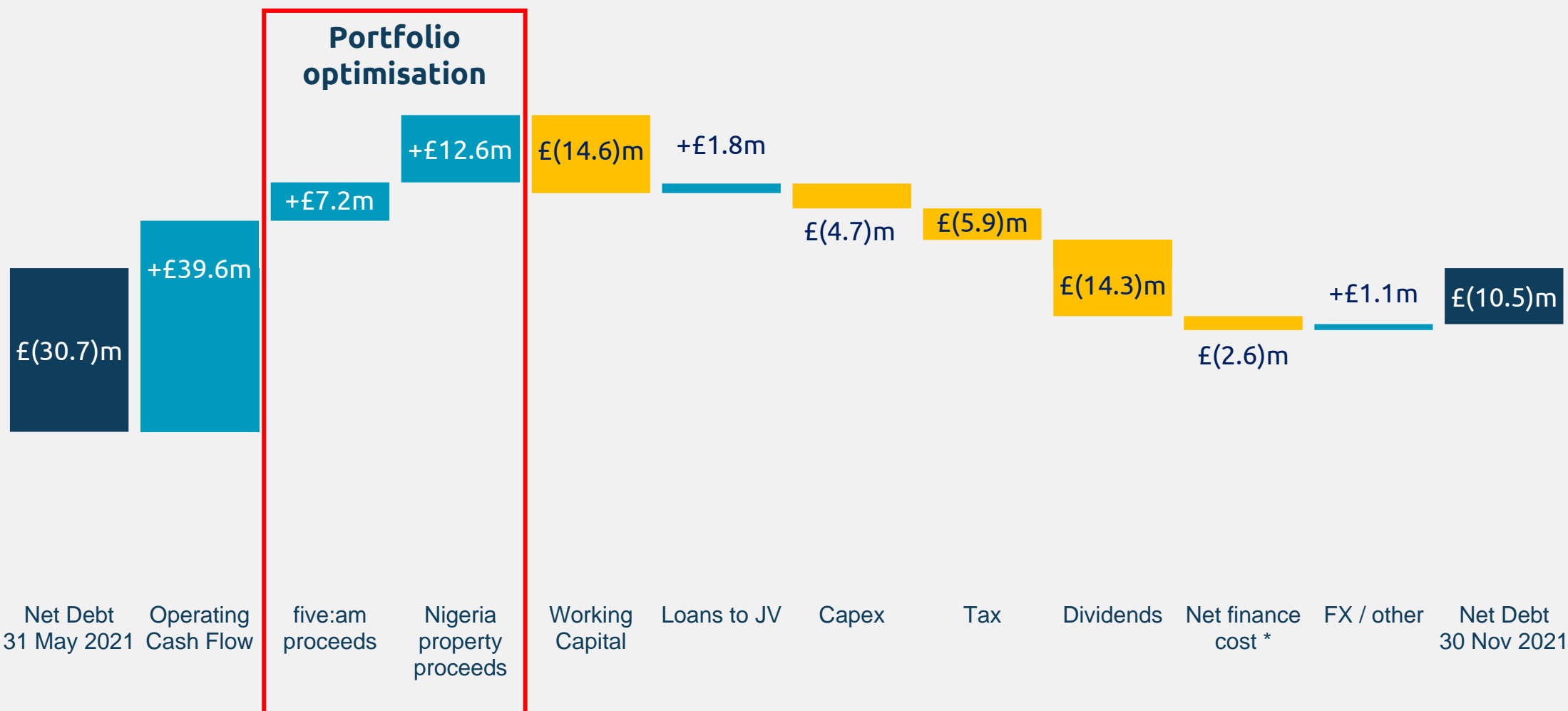
GROSS MARGIN IMPROVEMENT ALLOWED FOR INCREASED M&C INVESTMENT

CONTINUED PRICE / MIX PROGRESS



BALANCE SHEET REMAINS STRONG

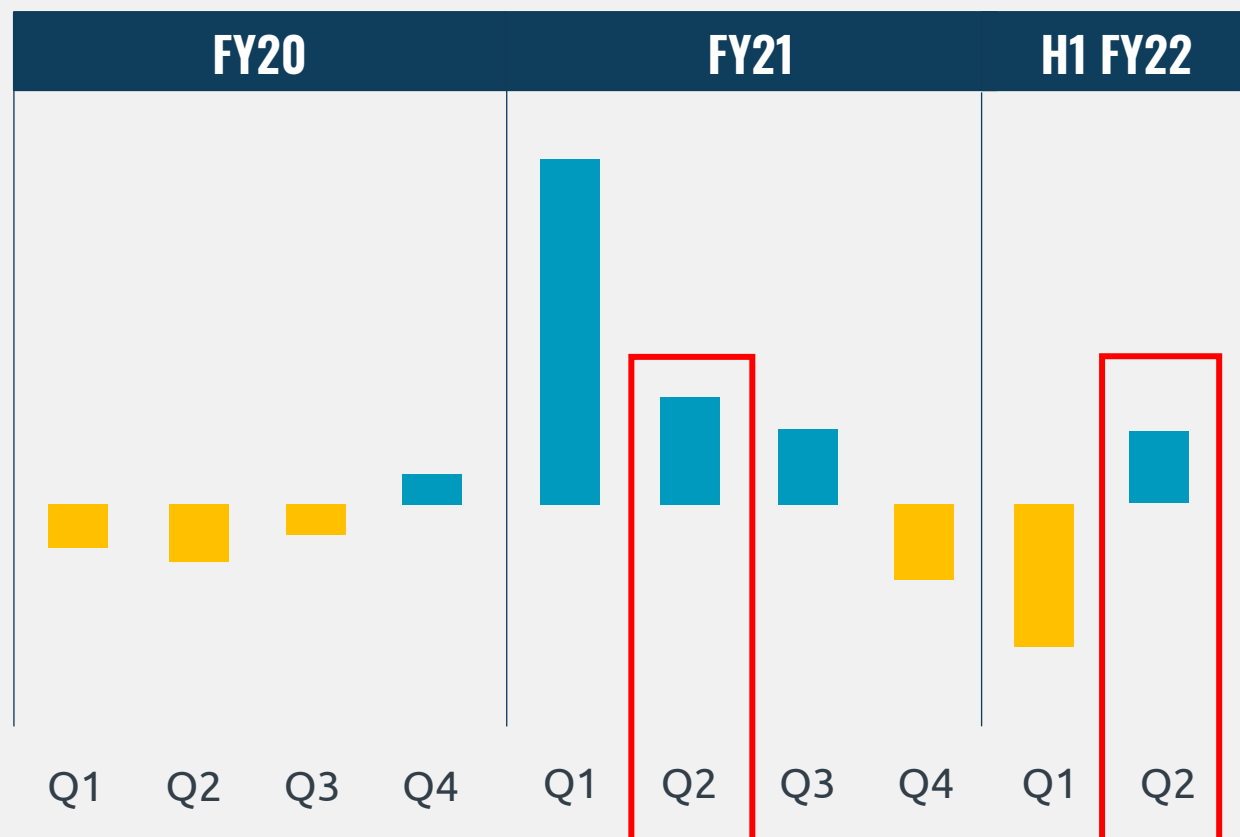
REALISING VALUE FROM THE PORTFOLIO



* including IFRS16 lease payments

LOW TO MID SINGLE-DIGIT SUSTAINABLE PROFITABLE REVENUE GROWTH

Q2 REVENUE GROWTH ON A QUARTER OF GROWTH IN THE PRIOR YEAR



03 FY22 OUTLOOK

SARAH POLLARD

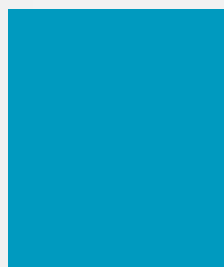


COMMODITY AND FREIGHT COST HEADWINDS CONTINUE

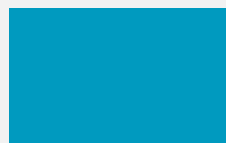
LATEST ESTIMATED COGS INFLATION OF 10%+ IN FY22



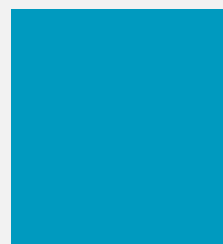
Raw Materials



Palm Oils



Oleochemicals



Resins

£366m
FY21 Cost of
Goods



Production

FY22



FY23



Logistics



China to
Australia



China to
Africa



Asia to
UK



CONTINUING OUR CO-ORDINATED PLANS TO PROTECT MARGINS

ACCELERATING REVENUE GROWTH MANAGEMENT AND COST OPTIMISATION INITIATIVES

REVENUE GROWTH MANAGEMENT



Turbo Boost

COST SAVINGS



Turbo Boost

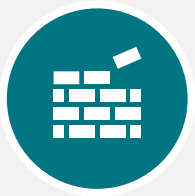
FY22 OUTLOOK



Expecting revenue growth in H2 despite continued Covid-19 volatility and supply chain disruptions



Cost pressures into H2 and FY23



Working to both protect margins and continue investing in the business



Adjusted FY22 PBT guidance remains within the range of consensus estimates

04 STRATEGIC UPDATE

JONATHAN MYERS



We build brands to serve consumers better with Hygiene, Baby and Beauty at our core

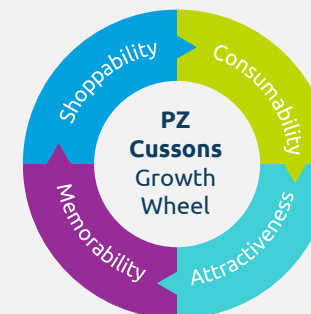
Low to mid single-digit sustainable, profitable revenue growth

Where to play

Focus on leading brands
in priority markets

How to win

PZ Cussons
Growth Wheel



Sustainability

Culture

Leadership

Capabilities

Dramatically reduce complexity and enable transformation

SUSTAINED MUST WIN BRAND MOMENTUM

Europe and Americas		Asia Pacific		Africa	
Carex	✗ ✗	Cussons Baby	—	Morning Fresh	✓ ✓
Original Source	✓	Morning Fresh	✓	Premier	✓ ✓
St. Tropez (US)	✓ ✓			Joy	✓ ✓
St. Tropez (UK)	✓ ✓			Cussons Baby	✓ ✓
Sanctuary Spa	✓ ✓				

CAREX - STRENGTHENING OUR MARKET LEADERSHIP POSITION

Carex leading the market with new 2 hour protection claim on core



2 hour skin
protection
for your hands

*Life's a
handful.*



Life's a handful. **Cussons Carex**



BEAUTY CONTINUES TO OUTPERFORM



PROGRESSING OUR KEY STRATEGIC INITIATIVES

Sustainability



Reviewing strategy
Progressing B-Corp

Reducing Complexity



Nigeria residential
property disposals

Cultural Transformation



Leadership & Capabilities



MD, Business Development
Paul Yocum



MD, Beauty
Tracey Mann

SUMMARY



Return to revenue growth



Brand investment delivered share gains and allowed us to navigate cost pressures



Adjusted FY22 PBT guidance remains within the range of consensus estimates



Interim dividend maintained



Continued progress against our strategy: Building brands for life. Today and for future generations.



Q&A